



## FOSTER CITY PRIORITY FOCUS AREAS

### BACKGROUND

The City Council held a Special City Council meeting on Monday, January 25, 2016, to discuss and establish a vision statement and a list of priority focus areas for the remainder of the fiscal year and beyond. The Council's established vision statement states, "***We are committed to ensuring the long-term financial stability of the City and providing services that enhance the quality of life for those who live, work and play in Foster City.***"

During the day-long discussion, the Council established five (5) priority areas that require attention, including land use, traffic and circulation, infrastructure, economic development, and quality schools. The City Council and City staff also discussed the current state of each area and some of the key trends affecting future opportunities and challenges for our community. The following chart provides a description of the focus area, key trends, and potential ways to address future problems.

PRIORITY FOCUS AREA	KEY CHALLENGES, OPPORTUNITIES & TRENDS	POTENTIAL ACTION ITEMS
<p><b>LAND USE</b> Utilize the recently adopted General Plan Land Use Element as a baseline to develop implementation strategies that further articulate how and where growth and development will happen in the future</p>	<p><u>Housing Supply</u> - High Cost of Housing makes it increasingly more difficult for individuals who work in Foster City to live here. The impact of this trend contributes to traffic congestion, increased pollution and other issues.</p>	<p>Explore strategies to protect the supply of workforce housing, including the implementation of housing impact fees (for new commercial and housing developments) and develop program to assist in the development of workforce housing.</p>
	<p><u>Limited Retail and Redevelopment Opportunities to Expand Tax Base</u> – Due to the fact that our community is very close to build-out, future commercial and residential growth will likely be a result of 1) incorporating new businesses into existing developments, or 2) the redevelopment and/or intensification of existing sites. The impact of this trend will require careful site planning and design to ensure compatibility with surrounding areas.</p>	<p>Explore redevelopment opportunities on existing sites. Determine acceptable design standards for new or redeveloped projects.</p>
	<p><u>Defined Land Use Patterns North of E. Hillsdale and South of E. Hillsdale</u> – Development of South of East Hillsdale is more suburban in nature with single family homes, townhouses, apartment complexes and neighborhood shopping centers. The neighborhood commercial centers in the South Hillsdale area are showing signs of aging. These centers abut residential zoning districts and redevelopment or modifications could potentially impact the surrounding neighborhoods.</p> <p>The North Hillsdale area consists of larger developments included the City's major business and office centers. Most of the land north of Hwy 92 has been purchased by Gilead and Biomed/Illumina for biomedical research and development. Getting from North Hillsdale to the neighborhood centers is difficult.</p>	<p>Consider development standards that recognize the established patterns North and South of E. Hillsdale and address issues facing those areas.</p> <p>Look at ways to connect the business located North of Highway 92 with commercial centers South of Highway 92.</p>
	<p><u>Public Infrastructure &amp; Services</u> – Ensure the City's growth potential does not exceed its capacity to support future development and anticipated population growth.</p>	<p>Evaluate current levels of service (including Police, Fire, Recreation, and general operations) and resources to determine the capacity to support future development and population growth. The City is proposing CIP projects for both water and wastewater master plans to validate the capacity of existing systems currently and also based on future growth as identified in the current General Plan.</p>

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<p><b>TRAFFIC &amp; TRANSPORTATION</b> Ensure that the City's transportation and circulation system meets the needs of the community and provides "complete streets"</p>	<p><u>Traffic Congestion on Arterial Streets</u> - Regional traffic has impacted local Foster City streets adjacent to Highway 92 on/off ramps and along E. Hillsdale Avenue leading to Highway 101 to a much larger degree than ever before. The lack of alternative routes in and out of the City contributes to congestion by funneling traffic onto State Route 92, or arterial streets, primarily via Hillsdale Boulevard, Foster City Boulevard, and E. 3<sup>rd</sup> Avenue. This has the potential to affect connectivity between neighborhoods, local and regional destinations, noise and other impacts.</p>	<p>Perform a comprehensive Citywide technical study of its current roadway network to determine whether it adequately serves the needs of our residents and employees, or if improvements are needed. Depending on the outcome of that analysis, recommend a plan for addressing and funding needed improvements. The study will include vehicular, bicycle, and pedestrian transportation improvements.</p>
	<p><u>Transportation Alternatives</u> - Concerns about transportation capacity and development type and intensity have been voiced by the community given the City's location and nearly "built-out" state.</p>	<p>Evaluate the current mix of transportation alternatives to determine if they meet our community needs now and in the near future (such as enhanced shuttle services for residents and the City's business population, pedestrian and bicycle routes improvements between homes, job centers, schools and other destinations). Based on that analysis, recommend a plan for addressing and funding needed improvements for City Council consideration.</p>

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<p><b>INFRASTRUCTURE AT 50</b> Assess the current condition of the City's aging infrastructure and develop a plan for addressing future needs</p>	<p><u>Repair and Improvement of Major Infrastructure Components</u> - Several of the City's major infrastructure components were built more than 40 years ago and require minor renovations or major upgrades to meet current demands. Additionally, federal, state, and local mandates were established after these infrastructure components were constructed that now require compliance with environmental regulations, the Americans with Disabilities Act, and guidance to deal with potential impacts related to Climate Change. These infrastructure components include parks, water supply, wastewater, storm drains, lagoon, and levee systems.</p>	<p>Assess Park System to identify and prioritize on-going funding required to bring parks structures into compliance with new state mandates at an average cost of \$1.5 M annually.</p>
		<p>Continue to work with the City of San Mateo to improve the Wastewater Treatment Plant to meet future demands</p>
		<p><u>Water and Wastewater Master Plans</u>: Assess the current water and wastewater systems to determine if flows are sufficient for both potable water and fire flow purposes and determine if capacity is sufficient for the City's wastewater system. Based on the findings, identify improvements necessary to meet future demands.</p>
		<p><u>Drainage Master Plan</u>: Identify deficiencies in the storm drain system and identify improvements necessary to meet future demands.</p>
		<p>Construct a third pump for the lagoon system to better manage the lagoon during rain events.</p>
<p><u>Routine Maintenance of Public Infrastructure</u> - Foster City/EMID has done an excellent job in maintaining infrastructure, including its streets, parks, traffic signals and signage Citywide. The City Council desires to be proactive in maintaining the City's infrastructure to minimize costs in the future and impacts to its customers, as well as risk and liability.</p>	<p>Increase CIP budget allocation from \$1.0 M to \$1.3 M annually for the next 5 years for annual pavement rehabilitation based on projects identified in the Pavement Management Plan to maintain a minimum PCI of 84.</p>	
	<p>Evaluate and develop a plan to rehabilitate and upgrade Citywide traffic signal systems. Based on findings, opportunities to include cameras to the signal system could be implemented.</p>	

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<p><b>SUSTAINABLE FOSTER CITY</b> Develop and implement strategies and activities in the areas of economic development, protecting the environment, and ensuring social equity that promotes the long-term viability of the Foster City community and its way of life.</p>	<p><u>Economic Development</u> - The vision of this strategic focus area is to have Foster City recognized as the best place in which to locate and conduct business. This will be accomplished by maintaining and increasing property values, implementing strategies to retain businesses and help them grow, attracting new businesses to the city and partnering with business community stakeholders in furthering economic development goals.</p>	<p>Enhance business outreach efforts to existing and new businesses that include roundtable meetings, business workshops, regular business visitation meetings, marketing and resource materials, and business ombudsman support</p> <p>Adopt the next phase of a City economic development strategic plan that includes a vision, mission, goals and measurement standards</p> <p>Work with the City Council, the Chamber of Commerce and business community stakeholders to develop and support policy initiatives related to land use, transportation, and housing that further the City's economic development vision</p>
	<p><u>Environmental Sustainability</u> State and federal agencies have set reduction targets the City must comply with for Green House Gas (GHG) emissions in the near and long term.</p>	<p>The City Council recently adopted its Climate Action Plan (CAP) containing 40 measures encompassing a wide array of Environmental Sustainability actions that will direct the City's priorities for reducing City- and community-generated greenhouse gas (GHG) emissions and ensuring that Foster City is prepared to adapt to changing conditions caused by climate change.</p>
	<p><u>Citizen Engagement</u> - Changing demographics and rapidly advancing technologies are dramatically changing how people communicate with each other. The City has an opportunity to build a stronger and more vibrant community by connecting local government, residents and other stakeholders in mutually beneficial ways. In all of our work, we can seek to emphasize City-community partnerships that are collaborative, participatory, empowering, systemic, and transformative.</p>	<p>The City will continue its concerted effort to enhance Citizen Engagement, including putting into place new technology tools to make more information available to the public. By increasing the quality and frequency of dialogue/feedback through new channels of communication, in addition to feedback received from public meetings and other traditional communication methods, the City will be able to take into consideration more views of the public in decisions that impact their quality of life.</p>

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<p><b>QUALITY SCHOOLS</b> Support the San Mateo-Foster City School District as it continues to provide great public schools to serve Foster City residents.</p>	<p><u>School Over-Crowding</u> - Over the last several years, the total San Mateo-Foster City School District enrollment has grown steadily, and has now exceeded the intended capacity of Foster City elementary schools. This occurrence has prompted the desire to acquire additional school classrooms space in the Foster City</p>	<p>Establish a Foster City - San Mateo-Foster City School District Board Subcommittee to discuss the School District's plan for providing school classrooms space at Charter Square</p>